



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



Marin Community Foundation

**President & Chief Executive
Officer**

17 November 2020



Carlson Beck advises **Marin Community Foundation** on the basis of an exclusive consulting assignment. The following details are for your information and should be shared with discretion.



POSITION SPECIFICATION

MARIN COMMUNITY FOUNDATION

THE POSITION: PRESIDENT & CHIEF EXECUTIVE OFFICER (“CEO”)

REPORTS TO: BOARD OF DIRECTORS

LOCATION: NOVATO, CALIFORNIA

A Compelling Philanthropic Leadership Opportunity

The MCF Board seeks a bold and strategic leader to lead the organization forward at a most transformational time. Building on decades of impact, the President & CEO will embrace and demonstrate the power of community foundations to convene, inform, and galvanize leaders in all sectors for positive impact in their communities. With a strong commitment to and demonstrated action for justice and equity, the CEO of MCF, one of the ten largest community foundations in the U.S., holds the opportunity to boldly lead by example, bringing Bay Area creativity and innovation to the field of community philanthropy, and enables further coherence around next level philanthropic impact and outcomes. This unwavering leadership and strategic thinking will propel MCF forward, delivering value to donors and investors in funds while fighting for equity and justice. MCF will be an unprecedented force for unity by example and action. The new President & CEO must understand and believe in the power of philanthropy.

THE POSITION

The **President & CEO** (“CEO”) provides strategic vision and executive leadership and management to MCF through the advancement of the mission and strategic goals set forth by the Board of Directors. The CEO is responsible for the overall cohesion and management of this multi-component community foundation, comprised of numerous family funds and supporting organizations. The CEO balances continuity with innovation while meeting community needs and upholding a positive Foundation reputation. The CEO will lead MCF’s managing the structural status of the Buck Family Fund, as well as other funds, comprising MCF’s continued building of a foundation of funds that enables the creation and design of the future of MCF. Growing assets under management results in increasing impact in communities, local to global, as well as advancing diversity, equity, and inclusion, with focus on equity and justice.

Given the prevailing economic and social uncertainty due to the Covid-19 pandemic, the CEO will be required to work collaboratively with the Board of Directors and staff to chart a course of organizational and economic stability over the next 12 to 24 months. The CEO will continue MCF’s leadership in critical pandemic-required support, which includes \$12 million to key community organizations within the first 30 days of the crisis, seed investment in the California Immigrant Resilience Fund for support for more than 2 million undocumented Californians, loans to small businesses, rent and mortgage assistance, as well as delivering essential equipment to front-line health care workers.

The needs of the nonprofit sector have never been greater and there have been and will continue to be increased demands on philanthropic leadership and resources. The CEO will bring excellent strategic



thinking, planning, and implementation skills along with rigorous research and synthesizing abilities necessary during these unprecedented times. The landscape of philanthropy is changing, and the next executive leader will lead that change at MCF.

The Profile

The CEO brings an executive leadership profile and public presence to the community, raising the visibility of the Foundation, informing and educating members of the larger community on the Foundation's leadership role in philanthropy, and providing transparency in how MCF fulfills its mission. The CEO must bring excellent verbal and written communication skills to internal and external audiences, serving as visionary, ambassador, leader, and chief inspiration officer. The CEO, in partnership and along with staff, are walking with wealthy donors as well as with community members, fighting for equity and justice.

The CEO balances the needs of a wide variety of stakeholders – from staff to donors, elected officials, government agencies and institutions, nonprofit organizations, investment advisors, and others – who share common interest in philanthropy in general but may sometimes have competing priorities. The CEO must bring well developed and well demonstrated diplomatic and political skills, incorporating nuance and subtleties. The CEO will have a track record of successfully navigating competing interests among various stakeholders. The CEO will have demonstrated successful conflict management skills to optimized outcomes.

The CEO possesses strong management skills, developed potentially via multi-sector leadership and management roles, to navigate the complexity of MCF as an entity and the Foundation's role in the larger community. The CEO will have a demonstrated track record of successfully managing multiple priorities and competing demands in one or more professional environments. The CEO will have demonstrated professional success in sophisticated organizational structures, dynamics, and decision-making paradigms.

The CEO partners closely with the members of the Board of Directors, the Buck Family Fund trustees, and external stakeholders. The CEO possesses strong collaboration skills, internally and externally, and thrives on working and meeting with diverse Board members and trustees with expectations of excellence and outcomes. Additionally, a wide array of stakeholders seeks collaborative action for attaining mutual community goals and objectives.

The CEO possesses cultural sensitivity reflected in a track record demonstrating commitment to Diversity, Equity, and Inclusion (“DEI”), including supporting staff-focused efforts and initiatives and external actions that foster DEI appropriately. The CEO brings cultural fluency to their leadership role and actions valuing DEI and promoting racial justice.

The CEO demonstrates the ability to attract future staff, as well as develop and retain current best-in-class, high-performing staff who possess deep expertise; they are working collaboratively with the CEO and Board to build and crescendo MCF's impact. The CEO is collaborative and supportive in management style, while appropriately delegating responsibilities and holding staff accountable. The CEO will be known for excellence in building a pipeline of leaders.

The CEO, in strong partnership with the Chief Financial and Operating Officer, manages the financial health and integrity of the Foundation. This includes understanding the drivers of MCF financial condition, areas



where financial dynamism or tradeoffs are possible, and ensuring fiduciary standards are being met. The CEO will have experience with significant or comparable financial management responsibilities.

Responsibilities

Strategic Leadership

- Lead the organization, in collaboration with the Board of Directors and staff, on strategies, techniques, and execution of actions to advance MCF’s mission, vision and brand as a leader in community philanthropy.
- Articulate organizational goals and objectives pursuant to MCF’s mission and vision.
- Nurture high levels of engagement with the Board of Directors, Buck Family Fund trustees, financial and legal advisors, and external community stakeholders in advancing MCF’s mission and work while fulfilling philanthropic objectives.
- Create a leading-edge organization viewed as a leader and innovator within the community foundation field.
- Serve as agent of the Board of Directors, providing fiduciary responsibility over the assets and goodwill of the Foundation while maintaining staff capacity, systems, and controls to that end.
- Nurture an organizational climate reflective of the Foundation’s values.
- Ensure alignment of staff and Board on organizational priorities.

Community Building and Advocacy/External Relations

- Serves as the primary spokesperson for the Foundation
- Interacts with a broad range of community and political leaders, identifying and shaping opportunities for the Foundation to serve as a convener on complex or contentious issues.
- Advances policy advocacy when appropriate, effectively communicating the Foundation’s perspective and priorities.
- Cultivate, maintain, and strengthen relationships with current and prospective donors and their advisors.

Financial and Organizational Management

- Strive for excellence and develop consistent professional practices, systems, and processes throughout MCF.
- Ensure the financial and overall health of the organization.
- Recruit, develop, and retain the best people into every level of the organization – Board, staff, appropriate external stakeholders.
- Provide timely feedback, guidance, coaching, and support to the staff.
- Develop a culture that seeks to understand different perspectives and embraces diversity, equity, and inclusion.

CANDIDATE QUALIFICATIONS / EXPERIENCE / ATTRIBUTES

Education: A Master’s degree or equivalent advanced degree in a field that provides in-depth understanding of problem solving approaches, research methodologies, organizational and community development systems, budget development and financial statements analysis, as well as social, educational and economic systems.



Experience: Minimum of ten years of progressively responsible experience in the private, public, or nonprofit sectors.

A well-qualified candidate will bring a demonstrated track record of success in the following areas:

- Executive level experience in the corporate, educational, foundation, governmental or nonprofit sector;
- Leadership and management experience in operating a complex, growth-oriented organization with the ability to attract and retain an exceptional executive-level team;
- Community problem solving, teaching experience and conflict resolution skills; and
- Ability to address major community issues as a leader, convener, facilitator, or broker.

Strong management skills including the ability to influence and engage direct and indirect reports; to participate in staff selection; to provide timely, relevant, and accurate feedback related to performance; and to administer disciplinary action as warranted.

The successful candidate will **be**:

- **Passionate** about MCF's mission and the power of community philanthropy
- **Strategic thinker and planner** and **experienced implementer**
- Focused on **intentionally building funds** as foundational to MCF's ability to affect change and have impact, local to global
- A **relationship builder**, skilled in artfully managing external relations with stakeholder groups
- **Culturally competent**, with a commitment to and comfort level with working with a wide array of diverse individuals; an advocate for diversity, equity, and inclusion and racial justice
- **Collegial, respectful, supportive and empowering** of MCF's staff while holding to standards of excellence and accountability
- Skilled at the **art of prioritizing and managing competing objectives and demands** while maintaining MCF's position and best interests
- Able to make **difficult decisions** and articulate the decision rationale when appropriate
- Appropriately **transparent** in communication and information sharing
- **Flexible and collaborative, patient and persistent**
- Supportive of **technological advances** that serve MCF's work, audiences and mission
- Authentic and humble

The successful candidate will **have**:

- A **customer service mindset and orientation** that infuses their "**leaderful**" executive style
- **Research and synthesizing** abilities, along with proficient **writing and editing** skills and the ability to gather and organize information well
- Demonstrated **accessibility**, internally to staff and externally to community members
- **Community interests' negotiation** savvy
- Technical knowledge of **philanthropy**
- An orientation towards **policy advocacy** when appropriate
- Excellent **interpersonal** skills with the ability to work well in a team environment
- Compelling **communication skills** including excellent **listening skills**
- Ability to **collaborate and develop consensus**

- Excellent track record of effective **diplomacy**
- Unquestionable professional **integrity and ethics**
- A **sense of humor** and a **containable ego**

THE ORGANIZATION

The Mission of Marin Community Foundation

Encourage and apply philanthropic contributions to help improve the human condition, embrace diversity, promote a humane and democratic society, and enhance the community's quality of life, now and for future generations.

Marin Community Foundation (“MCF” or “the Foundation”) fulfills its mission in the following ways:

- ❖ Making grants and loans to support community issues in Marin County and, through the generosity of its donors, throughout the world.
- ❖ Encouraging individuals, families, and businesses to partner with MCF to fulfill their financial and charitable goals.
- ❖ Educating the community on pressing needs and the organizations addressing them.
- ❖ Convening people to work on community problems.
- ❖ Encouraging greater community involvement.

Marin Community Foundation is a complex, thriving, impactful philanthropic leader, advising and supporting individuals, families, and businesses as they fulfill their philanthropic visions and activities. They hold the role of trusted advisor to many who wish to have a positive impact in communities locally, regionally, nationally, and globally.

The Foundation has total assets of \$2.3 billion, ranking it within the top 10 community foundations in the U.S. by asset size. The Foundation serves more than 500 individuals and families with their philanthropic activities, managed via approximately 800 funds. Total grant making in FY20 to regional, national, and international recipients totaled over \$150 million while total gifts made by new and existing donors were over \$200 million. MCF’s total cumulative grants are \$2 billion.

MCF has a significant asset base, including the Buck Family Fund, which is focused exclusively on grant making in Marin County to high impact nonprofit organizations working in all fields of the nonprofit sector, including education access, affordable housing, food security, immigrants’ rights, and others. The Buck Family Fund has a board of trustees who work closely with the MCF staff who are responsible for bringing recommendations for grants to local organizations to increase capacity and impact.

The other significant asset base of MCF is comprised of Family and Community Funds, primarily Donor-Advised Funds and Virtuoso funds, which are an alternative to private foundations. These donors work closely with the Philanthropic Partnerships team, who advise and support them. Philanthropic support from DAFs and Virtuoso funds to organizations reflect donors’ interests and passions, local to global.

The MCF Investment Committee oversees the sound investment of donor funds, seeking to balance risk-adjusted returns that are appropriate to meet donors’ desired philanthropic investments.



Organizational Structure and Finance

Marin Community Foundation is governed by a nine-member Board of Directors who bring a wealth of private and public sector industry knowledge, financial savvy, and commitment to community interests. Additionally, two Committees add specific expertise to the business of the Foundation. These are the MCF Investment Committee and the Professional Advisor Committee.

The matrix of the Foundation's funds is structured into four areas of philanthropic support: Family & Community Funds, Operational Supporting Organizations, Institutional Supporting Organizations, and Family Supporting Organizations.

The current MCF staff is comprised of 58 full-time employees in the following executive areas -- Office of the President, Office of the Chief Financial & Operating Officer -- and the following functional areas: Philanthropic Partnerships, Community Engagement, Information Technology, Finance, Human Resources. The Executive Committee of the staff includes Chief Officers of Financial & Operations as well as Communications, and the Vice Presidents of Finance, Information Technology, Community Engagement, Philanthropic Partnerships, and Human Resources.

MCF has a \$15 million annual operating budget.

For additional information on Marin Community Foundation, please visit www.marincf.org.

THE MARIN COMMUNITY

Marin County is a place of profound natural beauty. It is surrounded by water on three sides, with the Pacific Ocean to the west, Golden Gate Bridge and the mouth of the San Francisco Bay to the south, and the northern portion of the San Francisco Bay to the east. The wine-producing region of Sonoma County is directly to the north. The Golden Gate National Recreation Area and the Marin Headlands offer unparalleled access to hiking, water sports, and outdoor activities. There are significant national, state, and local protected areas, such as the GGNRA, Muir Woods, Point Reyes National Seashore, as well as Tomales Bay, China Camp, and Angel Island state parks to cite but a few. Mount Tamalpais (elev. 2,572) is credited as the birthplace of the sport of mountain biking. The many townships within Marin have unique personalities and community spirits. Easy access to San Francisco has made Marin County a favored place of residence for professionals working in the City. A range of high-quality public school districts as well as high performing independent schools has also made Marin popular with families.

Marin County is also a place of stark contrasts, with economic and social inequities. The County has a highly affluent population, yet there are pockets and communities within the county of poverty that are under resourced and underserved. The demographics of Marin County are predominantly white, with smaller communities of color -- primarily African American and Latinx. There is an urban-rural divide, with San Rafael being the county seat and being a large town of approximately 60 thousand residents, and the rural communities in west Marin County which are comprised of large areas of agricultural land and open space. The public governance of Marin is a group of elected county supervisors representing districts of the county along with locally elected town-specific mayors. As a geographically dispersed county, it is possible for the multiple disparate communities to have very limited interaction with one another. The inequities



are exemplified by the large number, given the population size, of nonprofit organizations providing services in the county.

A Brief History of Marin Community Foundation

The Marin Community Foundation first opened its doors in January 1987 with an initial responsibility of assuming the role of Distribution Trustee for the Leonard and Beryl Buck Foundation (Buck Trust) from the San Francisco Foundation.

The shift for the Buck Trust emanated from a court filing in 1984 by San Francisco Foundation to defy Mrs. Buck’s stipulation in her will that all grants be distributed in Marin County. Due to the very substantial increase in the asset value of the Buck Trust, San Francisco Foundation advocated for a broader, Bay Area distribution. The litigation was settled in 1986 with the establishment of the Marin Community Foundation and its designation as Successor Distribution Trustee. At the time of the transfer of assets, the Buck Trust valuation was approximately \$450 million.

The creation of the Marin Community Foundation as a vehicle for administering the Buck Trust brought concurrent status and legal responsibility as a community foundation to actively solicit and facilitate the creation of additional philanthropic funds. The Foundation is now home to more than 800 charitable funds established by individuals, families, and organizations. Known as the Foundation’s family and community funds, and supporting organizations, this sector of the Foundation has a current aggregate market valuation of more than \$1.4 billion. The Buck Family Fund has a current market valuation of nearly \$900 million. The Foundation has distributed more than \$2 billion in grants to a broad array of charitable and educational endeavors, locally, nationally, and internationally, reflecting the generosity of spirit and determination of goodwill of its many donors.

In early 2016, the Foundation made a key change to its structure to enable growth, focus, and innovation. The Foundation appointed a new board of directors to maintain fiduciary oversight of the entire foundation, selecting seasoned and respected community members with deep roots in the Bay Area and who share a belief in the power of philanthropy. The prior nine members of the Foundation transitioned to become trustees of the Buck Family Fund. They enjoy enhanced focus on grantmaking in Marin to the great outcomes of increased opportunity, equity, and justice.

CONTACT INFORMATION

MCF is an equal opportunity employer and encourages the candidacy of diverse professionals.

For additional information regarding this opportunity, please contact:

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